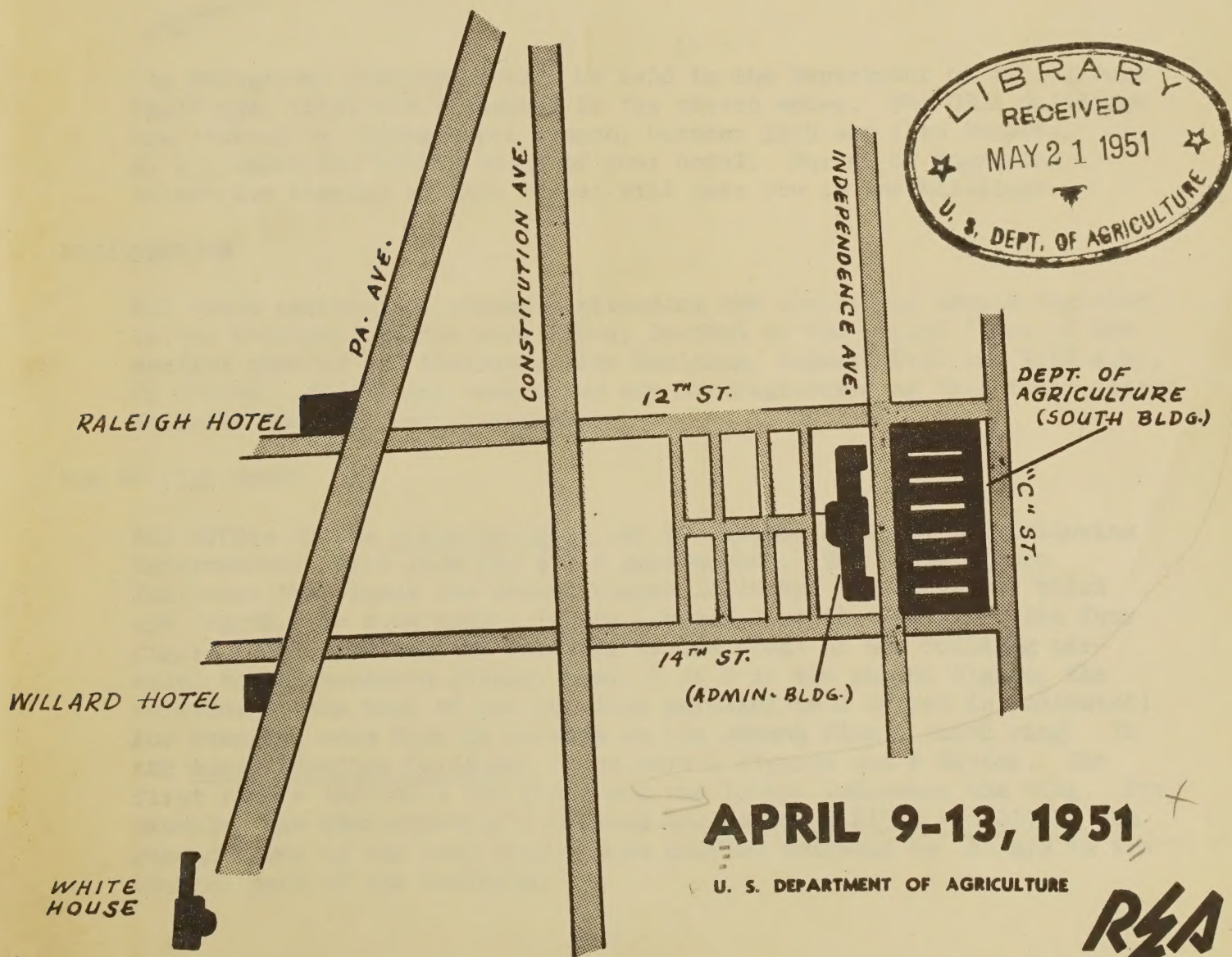


MANAGEMENT CONFERENCE

for

RURAL ELECTRIC CO-OPS



APRIL 9-13, 1951

U. S. DEPARTMENT OF AGRICULTURE

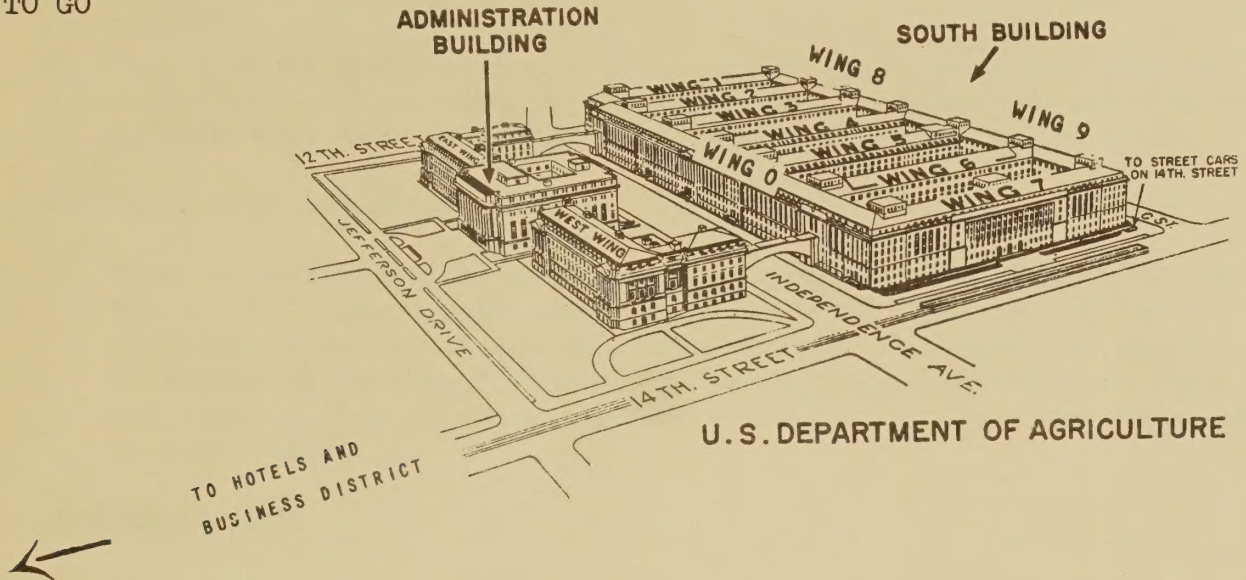
REA

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INFORMATION ON CONFERENCE

CONFERENCE DATES

The conference will be held continuously each day from April 9 through April 13. For those who are interested, an extensive tour to historic points of interest will be conducted on April 14.

WHERE TO GO



The Management Conference will be held in the Department of Agriculture buildings, which are presented in the sketch above. The USDA buildings are located on Independence Avenue, between 12th and 14th Streets, S. W., about six blocks south of your hotel. Bureau of Engraving streetcars boarded on 14th Street will take you to the buildings.

REGISTRATION

All board members and managers attending the conference should register in the corridor outside room 218-A, located on the second floor of the central part of the Administration Building, between 8:30 and 9:30 a.m., on Monday. If for any reason you are not registered at this time, please do so at the earliest opportunity.

HOW TO FIND ROOMS

Any office in the South Building may be located by using the following information: Each room has a 4-figure number. The first figure indicates the floor; the second figure indicates the wing; the third and fourth, the room number (where 0 appears as the second of the four figures, this denotes the corridor at the front of the building parallel to Independence Avenue; where 8 or 9 is the second figure, the corridor at the back of the building parallel to C Street is indicated). For example, room 2316 is located on the second floor, third wing. In the Administration Building, rooms have 3 figures and a letter. The first figure indicates the floor and the letter indicates the wing. For example, the Administrator's Offices are in rooms 215-E and 217-E, the second floor of the East Wing. Room numbers followed by "A" are in the central part of the building.

The first of the year was a very dry one, and the crops were much injured by the drought. The weather was very hot, and the crops were much injured by the drought.

1872

1873

1874

The second of the year was a very dry one, and the crops were much injured by the drought. The weather was very hot, and the crops were much injured by the drought.

The third of the year was a very dry one, and the crops were much injured by the drought. The weather was very hot, and the crops were much injured by the drought.

The fourth of the year was a very dry one, and the crops were much injured by the drought. The weather was very hot, and the crops were much injured by the drought.

1875

The fifth of the year was a very dry one, and the crops were much injured by the drought. The weather was very hot, and the crops were much injured by the drought.

The sixth of the year was a very dry one, and the crops were much injured by the drought. The weather was very hot, and the crops were much injured by the drought.

The seventh of the year was a very dry one, and the crops were much injured by the drought. The weather was very hot, and the crops were much injured by the drought.

The eighth of the year was a very dry one, and the crops were much injured by the drought. The weather was very hot, and the crops were much injured by the drought.

CAFETERIA

Lunch is available from 11 to 2 in three cafeterias on the sixth floor, South Building. Take elevator on C Street side of building at 4th or 6th wings, or on Independence Avenue side at 5th wing.

REST ROOMS

In the South Building, rest rooms are at the end of the wings on each floor. In the Administration Building, there are rest rooms off the east and west sides of the balcony on the second floor.

INTERVIEWS WITH REA STAFF

Time is available for individual appointments with members of the REA staff. Please make arrangements with the regional office secretary after your regional inter-divisional meeting on Monday afternoon or Tuesday forenoon. After appointments are made, the secretary will give you a card notifying you of the time and place of interviews.

SIGHTSEEING TRIP

If enough people are interested a private bus with guide will leave the Raleigh Hotel at 8:00 a.m. on Saturday, April 14, to visit: Franciscan Monastery, Supreme Court Building, Congressional Library, U. S. Capitol, Lee's Home, Tomb of the Unknown Soldier, Mt. Vernon, passing other points of interest such as White House, Georgetown, Ft. Meyer, Arlington Cemetery, Alexandria, Washington Monument, National Airport, Lincoln Memorial, Jefferson Memorial, and the National Zoological Park. Tour ends 5:00 p.m. Price about \$2.00, depending on number participating. Tour will be discussed early in the conference and, if enough people are interested, final arrangements will be made.

PARKING

Since the conference rooms are within walking distance of your hotel and since parking space is very scarce, it is suggested that you do not attempt to use a car to get to the meetings.

GETTING THE MOST OUT OF THE CONFERENCE

Attending a conference profitably is hard work. The first step is to recognize conference attending as an opportunity. Do not lose sight of the main idea -- to bring back something of future benefit. Before the conference opens take a good look at the program and prepare to participate in all of the sessions.

What do you get out of it? You get a group of people thinking about problems important to you and your organization. Ask questions when the discussion period comes. Your ideas and questions invite others to meet you, talk with you later, exchange more ideas, explore new areas. In between the formal conference sessions, circulate. Talk to people, let people talk to you. Helpful ideas often come from the most unexpected sources. Get interested in their problems, and get them interested in yours.

Do not eat by yourself -- and do not spend too much time with associates from your own "group." Seek new contacts, unfamiliar ideas. The essence of a conference is people. It is a place where people come together for a purpose. Shun the people, and you miss the purpose.

As the meeting runs its course, jot down notes -- notes on new information; where to go for further data; notes on casual conversations of interest; notes on names, addresses, or ideas for your own work, stimulated by some talk, some discussion, some chance remark. Jot them down -- promptly. They will be result-producing memoranda for later culling.

When you get back home, finish your conference-attending job. If you are not required to prepare a report about the meeting, write one anyway. Do not just give a transcript of your jottings. Make a list of ideas and information resulting from the conference which have some meaning in relation to your own work, your organization's interests and problems.

When the memorandum has been made just as practical as possible, when it has been written and delivered, when you have followed through to action as best you can all the ideas you meant to do something about, then you are attending that conference -- and not until then.

Yes, -- attending a conference profitably is hard work. But it pays big dividends.

PLEASE WEAR YOUR BADGE AT ALL SESSIONS!

WELCOME TO THE CONFERENCE

As a board member or manager of an REA-financed cooperative, you are cordially welcomed to this Management Conference. REA invites you to participate wholeheartedly in the discussions. Ask questions and speak up to tell about your experiences or problems which will help bring out useful information for the benefit of all who are attending. Please precede your remarks by giving your name, co-op designation and whether you are a manager or a board member. Most of the topics on the program will be discussed in small group meetings. We feel sure that a great deal of benefit will be derived by all of us from a full exchange of views on our common problems.

ALL SESSIONS WILL START PROMPTLY. PLEASE BE ON TIME.

PROGRAM FOR MANAGEMENT CONFERENCE Monday, April 9 through Saturday, April 14

MONDAY FORENOON, APRIL 9

8:30- 9:30 Registration (Conference Room 218-A)

9:30-12:00 General Session - Claude R. Wickard, Administrator, presiding
(Conference Room 218-A)

9:30-10:10 "Rural Power in Defense" - Claude R. Wickard

10:10-10:25 Recess

10:25-11:30 "Services Available to REA Borrowers," Panel Discussion
Claude R. Wickard, Discussion Leader

Panel Members:

Arthur W. Gerth, Chief, Applications and Loans Division
J. K. O'Shaughnessy, Chief, Engineering Division
Leslie Surginer, Chief, Accounting and Auditing Division
I. Thomas McKillop, Chief, Management Division
J. B. McCurley, Chief, Power Division
K. Wilde Blackburn, Associate Solicitor in charge of Rural
Electrification

11:30-12:00 Conference Arrangements - John W. Asher, Jr., Chief,
Personnel Division

THE UNIVERSITY OF CHICAGO

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MONDAY AFTERNOON, APRIL 9

1:15- 2:45 General Session (Conference Room 218-A)

Panel on Power Problems - William C. Wise, Assistant
Administrator, presiding

- (a) "Power Procurement" Thomas Dunphy
- (b) "Preloan Engineering for Power Loans" John K. Taylor
- (c) "Power Supply and the Defense Program" Milton A. Chase
- (d) Group Discussion

2:45- 3:00 Recess

3:00- 5:30 Regional Inter-Divisional Meetings: Each co-op will have
an appointment to meet with four regional heads jointly
on either Monday afternoon or Tuesday forenoon. A rep-
resentative of the Power Division will participate as
necessary. On completion of each regional interdivision
meeting, the co-op president and manager will make
arrangements with the regional office secretary for
appointments desired with members of the REA staff.

For Those Who Do Not Have Appointments Scheduled Monday
Afternoon:

3:00- 5:30 "Duties and Responsibilities of Co-op Board and Staff,"
Panel Discussion, Room 4045-S*, I. Thomas McKillop,
Chairman.

Panel:

Udo Rall - - - - -	Board of Directors
F. Allen Vardy - - - - -	Manager and Office Manager
Carl R. Pullen - - - - -	Bookkeeper
O. W. Briden - - - - -	Project Engineer and Line Foremen
George Dillon - - - - -	Educational Adviser
Norman Plotka - - - - -	Project Attorney

Managers and board members are encouraged to participate in this
discussion.

* The letter "S" after a room number indicates the South Building.

TUESDAY FORENOON, APRIL 10

9:00-12:00 Continuation of Monday afternoon program, as follows: Continuation of joint meetings between individual co-ops and four regional heads, as per scheduled appointments. On completion of each joint meeting, the co-op president and manager will make arrangements with the regional office secretary for appointments desired with members of the REA staff.

For Those Who Do Not Have Appointments Scheduled Tuesday Forenoon:

9:00-12:00 "Duties and Responsibilities of Co-op Board and Staff,"
Panel Discussion Room, 4045-S, I. Thomas McKillop,
Chairman.

(Same panel members as Monday afternoon session).

TUESDAY AFTERNOON, APRIL 10

1:15- 4:30 General Session (Conference Room 218-A)

1:15- 3:15 Panel on Defense Legislation, William C. Wise, presiding

Materials Controls and Priorities
REA Defense Bulletins
Wage and Price Controls

Panel Members

Walter O. Oeltjen
Norman L. Plotka
Everett C. Weitzell

3:15- 3:30 Recess

3:30- 4:30 Rural Telephone Program - George W. Haggard,
Deputy Administrator

4:30- 5:30 Individual Appointments

6:30 Dinner Meeting - Claude R. Wickard, presiding.
Talk by prominent outside speaker.

WEDNESDAY FORENOON, APRIL 11

9:15-12:00 General Session - John W. Asher, Jr., presiding
(Conference Room 218-A)

9:15-11:00 Technical Standards Divisional Meeting - J. E. O'Brien,
Chief, Technical Standards Division, Discussion Leader

- (a) "Services to Borrowers Through the Technical Standards Division", J. E. O'Brien
- (b) "Technical Problems and Developments in Electro-Agriculture", J. P. Schaenzer
- (c) "Technical Problems and Developments in Rural Power Systems," J. F. Atkinson

11:00-11:10 Recess

11:10-12:00 "What Can Your Co-op Do to Help National Mobilization,"
George W. Haggard, Deputy Administrator, presiding.
The participating managers and board members will
divide into three small groups to discuss this
mobilization question in detail during the early
afternoon.

WEDNESDAY AFTERNOON, APRIL 11

1:10- 2:30 Group Discussions.

Topic for Group 1: "What can co-op management do to insure
continuous, dependable service in this critical period?"
Room 4045-S

Topic for Group 2: "How can the co-op help farmers harness
electricity for the defense job?" Room 5862-S

Topic for Group 3: "How can you use your co-op organization
to help in your community mobilization job?" Room 2-W

After group discussions, reporters selected by the respective
groups will prepare outlines summarizing the major points
developed and will present brief summaries at Thursday after-
noon's general session.

WEDNESDAY, APRIL 11, AFTERNOON SESSION (Continued)

2:45- 5:50 Applications and Loans Divisional Meetings

2:45- 4:00 Representatives of Co-ops in Regions 1 through 5 will attend meeting in Room 4045-S.

Theme: "Cooperative Education and Power Use",
George E. Dillon, Presiding.

(a) Objectives and Purposes

(b) Example

(c) Group Discussion

2:45- 4:00 Co-op representatives from Regions 6 through 10 will meet with respective Regional Heads as follows:

<u>Region</u>	<u>Regional Head</u>	<u>Room</u>
6	Noble D. Wrinkle	3844-S
7	William P. Nixon	3331-S
8	E. Frank Renshaw	3318-S
9	Harold F. Clark	3324-S
10	Richard F. Richter	3349-S

Program For Meeting With Regional Heads

Discussion: (a) Loan Applications
Revision Loan Application Summary
(Form AL-29)
(b) Work Orders
(c) Budget Preparation and Budget Item
Transfers
(d) Load Studies
(e) Basic Assumptions Used in Retail Rate
Revisions
(f) Acquisitions
(g) Right-of-Way Easements
(h) Boundaries
(i) Electric Cooperatives' Part in
Telephone Program

4:15- 5:30 Representatives from co-ops in Regions 6 through 10 will attend meeting in Room 4045-S.

Theme: "Cooperative Education and Power Use", George E.
Dillon, Presiding

(a) Objectives and Purposes

(b) Example

(c) Group Discussion

WEDNESDAY, APRIL 11, AFTERNOON SESSION (Continued)

4:15- 5:30 Co-op representatives from Regions 1 through 5 will meet with respective regional heads as follows:

<u>Region</u>	<u>Regional Head</u>	<u>Room</u>
1	Kenneth M. Hardy	3336-S
2	T. Coleman Farrell	3343-S
3	William H. Callaway	3346-S
4	J. J. Ausen	3332-S
5	Allen S. Arness	3323-S

Program for meeting with Regional Heads

Discussion: (a) Loan Applications
Revision Loan Application Summary
(Form AL-29)
(b) Work Orders
(c) Budget Preparation and Budget Item
Transfers
(d) Load Studies
(e) Basic Assumptions Used in Retail
Rate Revisions
(f) Acquisitions
(g) Right-of-Way Easements
(h) Boundaries
(i) Electric Cooperatives' Part in
Telephone Program

THURSDAY FORENOON, APRIL 12

9:15-12:00 Management Divisional Meetings

9:15-10:30 Representatives from co-ops in Regions 1 through 5 will attend meeting in Room 4045-S. Group Discussion, I. Thomas McKillop, presiding.

Subject: Management and Administrative Problems.

1. Prevailing Wage Policy
2. Management's Place in the National Defense Program
3. The Place of Written Policies in Management
4. Management Services available to borrowers
5. Borrowers' Suggestions for Improvement of Management
Division services
6. New Developments

THURSDAY, APRIL 12, FORENOON SESSION (Continued)

9:15-10:30 Representatives from co-ops in Regions 6 through 10 will meet with respective Region Heads as follows:

<u>Region</u>	<u>Regional Head</u>	<u>Room</u>
6	J. Warner Pyles (Assistant)	1208-S
7	Harold A. Whittle	1212-S
8	Russell O. Adams	1216-S
9	George A. Johnston	1220-S
10	Fred R. Hamlin	1240-S

Suggested Programs for Meetings With Regional Heads:

- (a) Headquarters Facilities
- (b) Financial Planning, Budgeting, Execution and Controls
- (c) Operating Reports
- (d) Insurance
- (e) What Makes Up a Rate?
- (f) Labor Relations and Minimum Wages
- (g) Personnel Management
- (h) Safety and Job Training
- (i) Capital Credits
- (j) Amortization of Loans
- (k) Board-Management Conferences
- (l) Cooperative Use of Administrative Policy Bulletins
- (m) Graphic Analysis of Operations
- (n) Community, Member, and Public Relations

10:30-12:00 Representatives of Co-ops in Regions 6 through 10 will attend meeting in Room 4045-S. Group Discussion, I. Thomas McKillop, presiding.

Subject: Management and Administrative Problems

- 1. Prevailing Wage Policy
- 2. Management's Place in the National Defense Program
- 3. The Place of Written Policies in Management
- 4. Management Services Available to Borrowers
- 5. Borrowers' Suggestions for Improvement of Management Division Services
- 6. New Developments

10:30-12:00 Representatives from Co-ops in Regions 1 through 5 will meet with respective Region Heads as follows:

<u>Region</u>	<u>Regional Head</u>	<u>Room</u>
1	William H. Grove	1230-S
2	Joseph H. McCombs	1219-S
3	Hubert Wales	1241-S
4	Robert S. Broderick	1239-S
5	George J. Long	1202-S

THURSDAY, APRIL 12 - FORENOON SESSION (Continued)

Suggested Programs for Meetings with Regional Heads:

- (a) Headquarters Facilities
- (b) Financial Planning, Budgeting, Execution and Controls
- (c) Operating Reports
- (d) Insurance
- (e) What Makes Up a Rate?
- (f) Labor Relations and Minimum Wages
- (g) Personnel Management
- (h) Safety and Job Training
- (i) Capital Credits
- (j) Amortization of Loans
- (k) Board-Management Conferences
- (l) Cooperative Use of Administrative Policy Bulletins
- (m) Graphic Analysis of Operations
- (n) Community, Member, and Public Relations

THURSDAY AFTERNOON, APRIL 12

1:15- 4:30 General Session - George W. Haggard, presiding
(Conference Room 218-A)

1:15- 2:15 Reports on electric co-op mobilization suggestions
by reporters of Wednesday afternoon's group discussions. (About 5 minutes will be allowed for each report.)
Open Discussion on Reports.

2:15- 2:25 Recess

2:25- 4:30 Engineering Divisional Meeting

2:25- 3:10 "The Technical Operations and Maintenance Program"
C. L. Schultz, Discussion Leader

3:10- 4:30 Discussion of the following with special reference
to the prevailing system of defense controls.
Wade M. Edmunds, Discussion Leader

Engineering

- a. Selection of System Engineer
- b. System Study
- c. Approval of Plans and Specifications
- d. Preparation of Work Orders
- e. Performance of System Engineer

THURSDAY, APRIL 12 - AFTERNOON SESSION (Continued)

Construction

- a. Approval of Bids
- b. Easements
- c. Scheduling Construction
- d. Methods of Construction
- e. Costs of Construction
- f. Close Out Documents
- g. Purchase of Materials
- h. Payments to Contractors, System Engineers, and Material Suppliers

Use of Engineering Memoranda

Questions from Cooperatives for Discussion

4:45- 5:30 Meetings of Co-op Representatives to Discuss Special Co-op Problems

- (a) Co-op representatives from Regions 1 through 5 will meet in Room 4045-S.
Co-op representatives from Regions 6 through 10 will meet in Room 509-A
- (b) Only Co-op representatives will attend these meetings.
- (c) Each Group will elect own chairman and secretary.
- (d) The REA will appreciate having each group make any suggestions concerning the relations of REA with borrower co-ops, REA procedures, or any other phase of the Rural Electrification program. Questions might also be formulated about any subject which has not been discussed at the conference.
- (e) After meetings chairmen and secretaries of respective groups will prepare outlines summarizing major points developed, and chairmen will present brief reports at Friday afternoon general session.

FRIDAY FORENOON, APRIL 13

9:15-11:30 Accounting and Auditing Divisional Meetings. Co-op representatives will meet with respective Regional Heads, as follows:

<u>Region</u>	<u>Regional Head</u>	<u>Room</u>
1	Kermit L. Culver	2202-S
2	James J. Murphy	2211-S
3	W. Bernard Loving	2230-S
4	Elton L. Bennett	2224-S
5	Delphos W. Baker	2225-S
6	Clark W. Phillipi	2836-S
7	Howard C. Paine	2241-S
8	Joseph P. Flannery	2863-S
9	Henry H. Shipp	2815-S
10	Stephen Hotsko	2829-S

Program for Meetings with Regional Heads:

- (a) Maintenance of Accounting Records and of Internal Accounting Control
- (b) Requisitioning and Accounting for REA Loan Funds
- (c) Capital Credits Accounting
- (d) Elimination of Suspense Accounts and Prevention of Future Discrepancies
- (e) Accounting for Force Account Construction and System Improvements
- (f) Billing and Collections - Loan Repayment
- (g) REA and CPA Audit Program

11:30-12:30 Individual Appointments

FRIDAY AFTERNOON, APRIL 13

2:00- 4:15 General Session (Conference Room 218-A)

2:00- 4:00 Reports on Special Co-op Problems by Chairmen of Thursday Afternoon meetings. Claude R. Wickard, presiding.

4:00- 4:15 Closing Remarks.

4:15- 5:30 Individual Appointments

<u>Division</u>	<u>Chief</u>	<u>Room</u>	<u>Phone</u>
Accounting and Auditing	Leslie Surginer	2803	3318
Applications and Loans	Arthur W. Gerth	3311	6183
Administrative Services	Wm. T. Templeman (Acting.)	1250	6148
Engineering	J. K. O'Shaughnessy	2006	6245
Information Services	Kermit O. Overby	530-A	5606
Management	I. Thomas McKillop	1225	3837
Personnel	John W. Asher, Jr.	4037	2734
Power	J. B. McCurley	4317	5540
Technical Standards	J. E. O'Brien	4065	4731
Office of the Solicitor	K. Wilde Blackburn	2041	5148

<u>Region</u>	<u>Division</u>	<u>Head</u>	<u>Room</u>	<u>Phone</u>
1	A&L	K. N. Hardy	3336	3147
1	A&A	K. L. Culver	2202	5250
1	Eng.	A. R. Colburn	2216	6207
1	Mgmt.	Wm. H. Grove	1230	4222
2	A&A	J. J. Murphy	2211	2712
2	A&L	T. Coleman Farrell	3343	5727
2	Eng.	John H. Scoltock	2208	5204
2	Mgmt.	J. H. McCombs	1219	3621
3	A&A	Bernard Loving	2230	2751
3	A&L	Wm. H. Callaway	3346	6108
3	Eng.	G. H. Cole	2231	5785
3	Mgmt.	Hubert Wales	1241	4667
4	A&A	Elton Bennett	2224	4689
4	A&L	Julius J. Ausen	3332	5233
4	Eng.	W. L. Woehler	2242	3283
4	Mgmt.	R. S. Broderick	1239	4662
5	A&A	D. W. Baker	2225	4721
5	A&L	Allan S. Arness	3323	5175
5	Eng.	H. B. Lee	2217	3173
5	Mgmt.	George J. Long	1202	3607
6	A&A	Clark W. Phillipi	2836	5719
6	A&L	Noble D. Wrinkle	3844	5986
6	Eng.	R. G. Zook	2846	5675
6	Mgmt.	J. Warner Pyles (Assistant)	1208	3618
7	A&A	Howard C. Paine	2241	6313
7	A&L	Wm. P. Nixon	3331	5695
7	Eng.	R. E. Cole	2244	6178
7	Mgmt.	Harold A. Whittle	1212	4012
8	A&A	Joseph P. Flannery	2863	3863
8	A&L	E. Frank Renshaw	3318	6151
8	Eng.	J. H. Rixse, Jr.	2845	5677
8	Mgmt.	Russell O. Adams	1216	4291
9	A&A	H. H. Shipp	2815	5078
9	A&L	Harold F. Clark	3324	6144
9	Eng.	W. H. Eastman	2817	2775
9	Mgmt.	G. A. Johnston	1220	4512
10	A&A	Stephen Hotsko	2829	6078
10	A&L	Richard F. Richter	3349	5166
10	Eng.	E. A. Wright	2837	3161
10	Mgmt.	F. R. Hamlin	1240	4583

CONFERENCE ROOM PHONE: 2538

